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January 31, 1956

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : A Report on Trip to the Far East Made by the Assistant Deputy Director (Support) and the Comptroller during the Period 26 October - 18 December 1955

1. PURPOSE

a. To observe at first hand the problems confronting the various support elements in the Far East; to render whatever advice or assistance seemed appropriate at the time; and in general to acquire a better understanding of the support services that the field stations require from Headquarters.

b. In addition to the above, the trip provided an indoctrination in Far East overseas operations and problems for the Assistant Deputy Director (Support) and the Comptroller, neither having previously visited that area.

2. AREA COVERED

At all stations, the undersigned were accorded the fullest possible cooperation from Agency personnel at every level. As a result, discussions of support problems were carried on in an atmosphere of mutual understanding that was most helpful. Without exception excellent accommodations and transportation were arranged and whenever security permitted escorts were waiting at ports of entry to facilitate customs clearance and passport procedures.

3. DISCUSSION

a. At each station visited a general discussion was held with the Senior Representative and/or Station Chief, which was usually followed by a group meeting of key personnel. In many of the smaller stations the entire staff was included. At each of these meetings, the following subjects were discussed: Headquarters Building, tight budget situation, review of projects and operations to eliminate non-essential expenditures, proposed

JOB NO. 78-05551A BOX NO. 1 FLD NO. 8 DOC. NO. 1 NO CHANGE  
IN CLASS/DECLASS/CLASS CHANGED TO: TS S (C) REV. 22  
NEXT REV DATE 12 REV DATE 6/2/80 REVIEWER [ ] TYPED OC. 02  
NO. PGS 2 CREATION DATE [ ] ORG COMP 30 OPI 38 ORG-CLASS S  
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Agency legislation, Career Service, etc. This presentation was followed by a question and answer period.

b. Following these meetings, discussions were held with the Station Chief, Administrative Officer, Finance Officer, and others relative to their administrative and support problems. At the larger stations, personnel were advised that the Assistant Deputy Director (Support) and the Comptroller were available to anyone desiring to discuss a problem or just to exchange greetings. At some of the stations, particularly the smaller stations, the undersigned personally met and discussed subjects of particular interest to each employee, and also personal problems if brought to our attention.



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d. The subjects most frequently mentioned by the field personnel as needing attention from Headquarters were:

- (1) Delay in receiving replies from Headquarters relative to questions and problems submitted by the field.
- (2) Importance of overlap in the field in the rotation of personnel to the field.
- (3) Notification to field personnel of their next assignment prior to their leaving the field.

The complaint of the long delay in receiving replies to field inquiries, particularly dispatches, seemed to be almost universal, but there is an encouraging note, since the delay is not as long as it used to be.

In discussing the Career Service, field personnel were advised that it was the intention of the Career Service Program to provide an overlap in the field in the rotation of personnel, and also to advise field personnel of their next assignment prior to their leaving the field station.

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e. From the comments received from the Chiefs of Station and other officials relative to the assignment of administrative personnel to the field, it is concluded that the caliber of personnel being assigned has greatly improved. This was particularly true of both Finance and Commo personnel, for whom almost unanimous praise was expressed at all stations. However, in several stations it was pointed out that personnel assigned by the Office of Personnel and the Office of Logistics should be more generalists than specialists, and they should be more thoroughly trained in the over-all personnel and logistics fields.

f. The subject of payment for overtime came up for discussion at a number of the stations, and it was apparent that there was no uniformity in the payment of overtime. For example, some stations pay for the time spent by Case Officers in making contacts after regular working hours--other stations do not. The stations that do not pay overtime for such contacts maintain that such contacts are a part of the job. Another type of overtime where there is no uniform policy as to payment is the time spent by night duty officers when there is no official work to be performed and when a good portion of the time is spent in sleeping. The field overtime problem should be studied and a uniform Agency policy adopted and sent to the field so that all stations can follow a uniform and consistent overtime policy.

g. Another matter which was called to the attention of the undersigned at many of the stations was the need for contract working wives. Opinion was almost unanimous that Security should clear all wives at the time their husbands are transferred to the field. It would appear that some of the Tables of Organization may have been prepared on the assumption that such T/Os would be supplemented by contract working wives. It is our considered opinion that many of the stations would have a great backlog of work were it not for the services performed by working wives. The Agency is probably creating a false picture as to manpower requirements in establishing T/Os at a given number of positions and then greatly exceeding those numbers through the employment of contract wives. There was comment in the field by some of the working wives to the effect that they should have the same rights and privileges relative to leave and other benefits as the staff personnel. The contract working wife of personnel assigned overseas should be a subject of study in connection with establishing T/Os, and if such services are required at a given station, then a separate additional authorization should probably be approved.

h. It was noted that at [ ] there are twenty-one warehouses containing various and sundry kinds of supplies and equipment. [ ] plans to ship the surplus of supplies and equipment to [ ] and reduce the number of warehouses eventually to twelve. Four hundred tons of such equipment were shipped to [ ] during the month of October.

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Approved For Release 2002/10/31 : CIA-RDP78-05551A000100080001-7

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r. [REDACTED]

However, it is our understanding that this activity is self-supporting.

s. It is believed that the trip, in addition to giving the Assistant Deputy Director (Support) and the Comptroller a much needed view of day-to-day overseas field operations and working conditions in the Far East, provided the field personnel with an opportunity to express their views to representatives of top-side management on a variety of administrative problems. It is recommended that additional trips of this kind be scheduled for other officials in order to bring about the required mutual understanding between operational and administrative personnel.

t. The numerous individual problems or requests for information on specific subjects brought to the attention of the undersigned during the trip will be handled with the various offices and divisions concerned.

#### 4. RECOMMENDATIONS

a. A uniform policy regarding overtime payments should be adopted and sent to the field.

b. The use overseas of contract employees, particularly working wives of station personnel, should be studied and accurate estimates of work-load and manpower requirements at each station should be established.

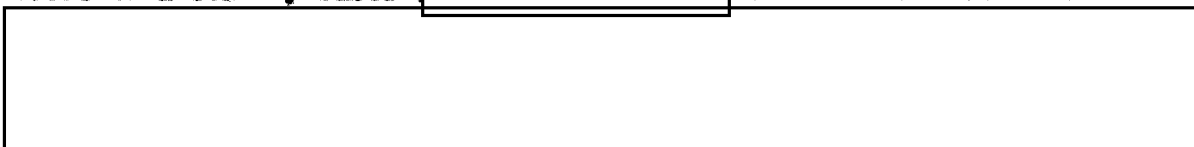
c. A study be made of all types and categories of supplies, materials and equipment, particularly arms and ammunition, with a view to reducing the quantities on hand to the actual amount required for current use and/or in an emergency, should one occur. The remainder should be returned to Headquarters storage facilities and/or to the appropriate military service for retention on our behalf or for use as appropriate. It may be more economical to dump some of the items not required in the ocean, as they may not be worth the expense of handling, processing, transporting, and maintaining.

d. A survey be made of the large improved real estate holdings of the Agency, such as [REDACTED], and a determination made as to whether such large installations are actually required for present day operations. If not fully needed for present or planned operations, it is possible to place portions or parts of such installations on a standby basis [REDACTED] and then activate in case

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g. Action be expedited on the determination to dispose of or retain the  repair shipyard.

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H. GATES LLOYD  
Assistant Deputy Director  
(Support)

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E. R. SAUNDERS  
Comptroller

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